

**ANNUAL REPORT 1965**



## DIRECTORS

WALTER C. BAKER  
DEAN S. CAMPBELL  
BEN R. GORDON  
MOLLIE N. GRONAUER  
JESS LEE  
LOUIS D. MILTIMORE  
ALICE M. NEWBERRY  
F. STARK NEWBERRY  
JAMES V. NEWBERRY  
JOHN J. NEWBERRY, JR.  
MERVIN G. PALLISTER  
WALTER C. STRAUS  
RAYMOND E. WEBBER  
FREDERICK C. WINDISCH  
THOMAS L. ZIMMERMAN

## OFFICERS

WALTER C. STRAUS, *President*  
DEAN S. CAMPBELL, *Executive Vice President*  
DARYL D. MILIUS, *Senior Vice President—Merchandise*  
E. WALTER FORSMAN, *Financial Vice President*  
JOHN J. NEWBERRY, JR., *Vice President—Public Relations*  
WILLIAM J. O'BRIEN, *Vice President—Real Estate*  
HARRY B. OWENS, *Vice President—Restaurant Operations*  
ARLINGTON E. BAXTER, *Vice President—Central Division*  
STANLEY D. CROSS, *Vice President—Northeastern Division*  
GEORGE L. KELLY, *Vice President—Eastern Division*  
GERALD E. MC PEAK, *Vice President—West Coast Division*  
HAROLD J. MEYER, *Vice President—Midwestern Division*  
HENRY D. VON OESSEN, *Treasurer*  
MERVIN G. PALLISTER, *Secretary*  
EUGENE P. HACKER, *Controller*  
EDWARD H. SCHROEDER, *Asst. Treasurer*  
ALFRED T. BULL, *Asst. Secretary*  
WARREN R. HOLLOWAY, *Asst. Controller*

### Executive Offices

245 FIFTH AVE., NEW YORK, NEW YORK 10016

### Transfer Agent

CORPORATION TRUST CO., NEW YORK

### Registrar

MORGAN GUARANTY TRUST CO. OF NEW YORK

### Auditors

LYBRAND, ROSS BROS. & MONTGOMERY

## CONTENTS

1. Newberrys Today
2. Comparative Highlights
3. Letter to Shareholders
5. Consolidated Statements of Income  
And Retained Earnings
6. Consolidated Balance Sheets
8. Notes to Financial Statements
9. Auditors' Report
10. 10 Year Summary Highlights Record
12. Map of Store Locations

## ANNUAL MEETING

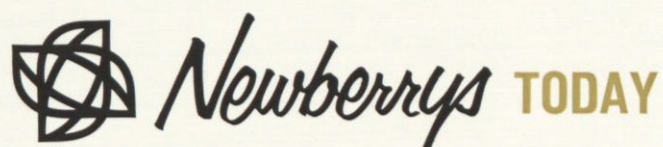
*The annual meeting of common stockholders will be held at the office of the corporation, 245 Fifth Avenue, New York City, New York at 11 A.M. on Tuesday, June 14, 1966.*



*A Britts Store*



*A Newberry Department Store*



It's the variety store with all of its convenience and the constant element of surprise with new merchandise, so well known to millions of shoppers since the Company's founding in 1912, plus the larger but equally friendly department store with the added lines of latest fashion, wearing apparel at popular prices for all the family and furnishings for the home.

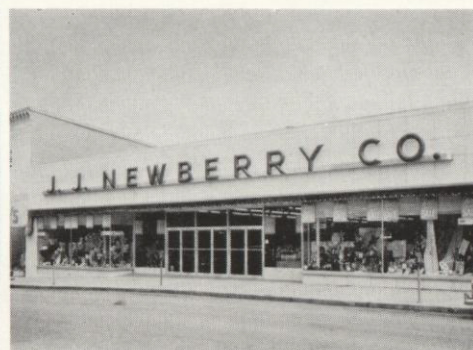
The corporate symbol, "The Orbitron", illustrated above, to be found on Newberrys own first quality private label merchandise expresses and identifies the new concept of "If it's quality you're looking for" you'll find it at your neighborhood shopping center and downtown Newberrys, Britts, Hested, and Lee stores.

Today's shopper knows her merchandise and knows what she and her family needs and wants. In some communities she may shop at a Newberry variety store; in some shopping centers, at a Britts complete department store or at a Holland House cafeteria or restaurant. In the midwest, she may shop at a Hested variety department store or a Lee variety store.

In every instance, our customer will always find first quality merchandise at popular prices.



*A Hested Department Store*



*A Newberry Variety Store*



## COMPARATIVE HIGHLIGHTS

	12 Months Ended Jan. 31, 1966	12 Months Ended Dec. 31, 1964
Sales . . . . .	\$355,666,890	\$336,281,458
Net Earnings . . . . .	\$ 4,413,390	\$ 2,015,049*
Earnings Per Common Share . . . . .	\$ 2.14	\$ 0.87*
Depreciation and Amortization . . . . .	\$ 3,674,085	\$ 3,815,144
Working Capital . . . . .	\$ 66,155,404	\$ 62,008,351
Current Ratio . . . . .	3.3 to 1	3.6 to 1
Common Stockholders' Equity . . . . .	\$ 68,327,819	\$ 64,752,726
Book Value Per Common Share . . . . .	\$36.18	\$34.54
Number of Stores In Operation . . . . .	548	575
Average Sales Per Store . . . . .	\$ 643,327	\$ 584,595

\* Exclusive of non-recurring special carry-forward tax loss benefit of \$338,000 (\$0.18 per share).



## **TO OUR SHAREHOLDERS:**

The fiscal year just ended was successful in many respects. Sales increased, but more importantly, net profits—the main yardstick for measuring a company's progress—showed a substantial gain.

### **SALES AND EARNINGS**

In 1965, the company changed over to a fiscal year ending January 31. This provides many operational advantages and is a practice followed by a great many of the country's larger retailers.

For the 12 months ended January 31, 1966, sales rose to \$355,666,890, an increase of 5.8% over sales of \$336,281,458 for the calendar year 1964.

Net earnings for the 12 months ended January 31, 1966 amounted to \$4,413,390 or \$2.14 per share of common stock, as compared to calendar year 1964 net earnings of \$2,015,049 or 87¢ per share of common stock before a special tax loss credit.

### **CLOSING OF UNPROFITABLE STORES**

Since December, 1964 twenty-nine stores have been closed. With but a few exceptions, these were unprofitable stores and in most instances were closed at the expiration of their respective leases.

The company has recently adopted a program of endeavoring to dispose of other unprofitable stores even though the leases are not currently expiring. Most of these stores are in downtown locations, although in some instances they are in shopping centers. Some of the stores we may close are relatively large in size.

Our total sales figures for the current year will necessarily be reduced by the sales that would have been made in any units that may be closed. It is well to remember though that sales volume—no matter how large—is meaningless unless it is profitable.

### **EXPANSION**

During the past two and one-half years the company has been concentrating on improving existing operations as well as refurbishing profitable existing stores. More recently, attention has

been focused on an expansion program which is vital to any chain retailer's continued growth.

As of January 31, 1966 the company had 548 stores in operation. Twenty-seven new stores were opened after a change in Newberry's management was made in 1963. Commitments for all of these stores had been made prior to that date.

Recently, we have been studying various new locations for our department stores, junior department stores and food service operations. In recent months commitments have been made for one department store, two junior department stores and two restaurants.

These new stores will not open before 1967, but it is possible that both restaurants will open before the end of this year. In addition, two new stores will be opened in 1966, both of these having been negotiated a number of years ago.

In resuming our expansion program, the company's primary interest is in opening stores in larger, regional type shopping centers. We are also seeking sites for "free standing" restaurants (not directly connected with any of our stores) because these operations have shown an excellent return on investment.

### **STOCK DIVIDEND**

On March 29, 1966, the Board of Directors declared a 3% common stock dividend to be distributed on June 1, 1966 to common stockholders of record as of April 29, 1966.

### **IMPROVING NEWBERRYS OPERATIONS**

Because of steps already taken, the company is well prepared to expand its operations and forge ahead.

- The Merchandise Division has been reorganized and expanded. For the first time, outside specialists have been added to the staff in several fields, such as soft goods and apparel.
- Individual buyers have been given greater responsibilities.
- The sales promotion and advertising departments have been strengthened.



- Personnel training programs have been accelerated.
- We are developing more of our own private brand name merchandise, a necessary step to improve future profits. Simultaneously, we have opened a Research Division to properly test and maintain maximum quality control over the merchandise we sell.
- New higher priced lines—especially in women's fashion clothing—are now available in many stores depending on their locale. "Trading up" is in keeping with the general rise in the country's economy.

#### INVENTORIES

As at January 31, 1966, inventories were approximately \$8,800,000 higher than at December 31, 1964. A comparison at these two different dates is not appropriate since in the month of January there would be a considerable build up of inventories in anticipation of Easter and Spring business.

Furthermore, we have increased the supply of merchandise maintained in our three warehouses. These operations are now being used much more extensively and effectively in the distribution, at a reduced cost, of merchandise from our Suppliers to our stores.

Our inventory is fresh, clean, current merchandise.

In our 22 Britts department stores and in 52 Newberry department stores, we recently installed a system to provide information with regard to specific merchandise departments. This

data provides us with current information for each department—sales, expense, inventory, merchandise requirements and profits.

#### FINANCIAL POSITION

The company's financial position as of January 31, 1966 is excellent. Net working capital totaled \$66,155,404, an increase of \$4,147,053 over net working capital of \$62,008,351 as of December 31, 1964. Common stockholders equity rose to \$68,327,819 equivalent to \$36.18 a share.

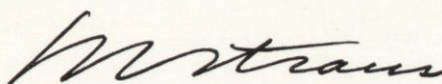
#### BOARD OF DIRECTORS

On November 18, 1965, Louis D. Miltimore, vice president and director of Kidder Peabody & Co., Inc., investment bankers, was named a director of J. J. Newberry Co. Well known in the financial community, and a man of widespread experience, Mr. Miltimore, a director of other corporations and chairman of the Finance Committee of Union College, is a welcome addition to our roster of outside directors.

#### NEWBERRYS FUTURE

More than doubling net earnings during the past fiscal year is gratifying. Much still must be done, however, to attain greater profits in relation to sales and total investments. Programs designed to meet these objectives, as already pointed out, have been under way for some time and in many instances are showing tangible results.

Every effort is being made to reach the prime goal which we have set—higher earnings for our shareholders.



W. C. STRAUS  
President

April 25, 1966



**CONSOLIDATED STATEMENTS OF INCOME AND RETAINED EARNINGS** (Note 1)

	Years Ended	
	January 31, 1966	December 31, 1964 (Note 8)
Net sales . . . . .	\$355,666,890	\$336,281,458
Costs of merchandise sold, including occupancy and buying costs . .	254,597,228	242,183,360
	101,069,662	94,098,098
Selling and general expenses . . . . .	91,424,044	88,526,383
Operating income . . . . .	9,645,618	5,571,715
Interest expense . . . . .	2,750,228	2,677,666
Income before provision for federal income taxes . . .	6,895,390	2,894,049
Provision for federal income taxes (Notes 3 and 5):		
Currently payable . . . . .	2,294,000	804,000
Deferred . . . . .	188,000	75,000
	2,482,000	879,000
Net income for year . . . . .	4,413,390	2,015,049
Special credit:		
Carry-forward tax loss benefit applicable to special charges of prior year (Note 6) . . . . .	—	338,000
Net income and special credit for year . . . . .	4,413,390	2,353,049
Retained earnings, beginning of year . . . . .	52,492,375	51,233,951
	56,905,765	53,587,000
Cash dividends on preferred stock, \$3.75 per share . . . . .	375,008	375,008
Retained earnings, end of year (Note 2) . . . . .	\$ 56,530,757	53,211,992
Net loss, month of January, 1965 (Note 1) . . . . .		719,617
		<u>\$ 52,492,375</u>

Depreciation and amortization of improvements to leased premises charged against income in the years ended January 31, 1966 and December 31, 1964 amounted to \$3,674,085 and \$3,815,144, respectively.

The accompanying notes are an integral part of the financial statements.



## CONSOLIDATED BALANCE SHEETS (Note 1)

	January 31, 1966	December 31, 1964
<b>ASSETS:</b>		
<b>CURRENT ASSETS:</b>		
Cash . . . . .	\$ 7,777,605	\$ 9,226,011
U. S. Government securities, at cost plus accrued interest (approximately market) . . . . .	3,745,505	498,265
Accounts receivable:		
Customers, including equity of \$1,147,232 in accounts sold . . .	2,172,317	4,632,604
Other . . . . .	1,736,282	1,013,806
	<u>3,908,599</u>	<u>5,646,410</u>
Less, Allowance for doubtful accounts . . . . .	750,000	750,000
	3,158,599	4,896,410
Merchandise on hand and in transit, at lower of cost (principally retail method) or market . . . . .	77,082,291	68,309,799
Prepaid expenses . . . . .	2,980,453	2,518,886
TOTAL CURRENT ASSETS . . . . .	<u>94,744,453</u>	<u>85,449,371</u>
<b>PROPERTY AND EQUIPMENT, AT COST:</b>		
Land . . . . .	3,604,876	3,658,176
Buildings and improvements . . . . .	5,227,437	5,098,014
Fixtures and equipment . . . . .	38,910,296	39,906,565
Improvements to leased premises . . . . .	26,507,960	26,038,883
	<u>74,250,569</u>	<u>74,701,638</u>
Less, Allowance for depreciation and amortization . . . . .	33,000,278	31,892,409
	41,250,291	42,809,229
DEFERRED CHARGES AND OTHER ASSETS . . . . .	2,545,531	2,519,588
	<u>\$138,540,275</u>	<u>\$130,778,188</u>

*The accompanying notes are an in*



*J. J. Newberry Co. and Subsidiaries*

	January 31, 1966	December 31, 1964
<b>LIABILITIES:</b>		
<b>CURRENT LIABILITIES:</b>		
Accounts payable and accrued liabilities . . . . .	\$ 25,057,164	\$ 19,333,169
Current instalments on long-term debt (Note 2) . . . . .	1,096,885	1,137,851
Federal income taxes (Note 3) . . . . .	2,435,000	2,970,000
<b>TOTAL CURRENT LIABILITIES . . . . .</b>	<b>28,589,049</b>	<b>23,441,020</b>
<b>LONG-TERM DEBT (Note 2) . . . . .</b>	<b>28,125,077</b>	<b>29,228,462</b>
<b>RESERVES AND OTHER LONG-TERM LIABILITIES . . . . .</b>	<b>1,099,312</b>	<b>1,155,627</b>
<b>DEFERRED FEDERAL INCOME TAXES (Note 3) . . . . .</b>	<b>2,200,000</b>	<b>2,012,000</b>
 <b>STOCKHOLDERS' EQUITY:</b>		
<b>CAPITAL STOCK (Notes 2 and 4):</b>		
Cumulative preferred stock, par value \$100 per share; authorized, 125,000 shares, issuable in series; issued and outstanding, 100,000 shares, 3¾ % series (redeemable at \$101.50 per share, plus accrued dividends) . . . . .	10,000,000	10,000,000
Common stock, no par value; authorized, 2,500,000 shares:		
Issued, 1,947,505 shares . . . . .	12,096,678	11,842,224
Subscribed and unissued, 10,863 shares . . . . .	199,018	188,353
<b>RETAINED EARNINGS (Note 2) . . . . .</b>	<b>56,530,757</b>	<b>53,211,992</b>
	78,826,453	75,242,569
Less, 58,815 shares of common stock held in treasury, at cost . . .	299,616	301,490
	78,526,837	74,941,079
	<u><u>\$138,540,275</u></u>	<u><u>\$130,778,188</u></u>

egral part of the financial statements.



## NOTES TO FINANCIAL STATEMENTS

1. Effective as of February 1, 1965, for financial reporting purposes the Company changed from a December 31 to a January 31 fiscal year end. Operating results for the month ended January 31, 1965 are summarized as follows:

Net sales .....	\$20,295,897
Costs of merchandise sold, including occupancy and buying costs .....	14,626,743
	5,669,154
Other expenses including depreciation and amortization of \$309,257 .....	6,793,771
Loss before credit for federal income taxes .....	1,124,617
Credit for federal income taxes .....	405,000
Net loss for month ended January 31, 1965 .....	<u>\$ 719,617</u>

2. At January 31, 1966, long-term debt comprised:

	Current	Noncurrent	Total
Mortgages payable .....	\$ 22,712	\$ 992,134	\$ 1,014,846
2.90% Sinking Fund Notes, payable August 15, 1968 .....	550,000	4,050,000	4,600,000
3¾% Sinking Fund Notes, payable May 15, 1976 .....	500,000	7,000,000	7,500,000
3¼% Notes, payable January 2, 1975 .....	24,173	582,943	607,116
5¼% Subordinated Notes, payable from October 15, 1967 to 1981 .....	—	15,500,000	15,500,000
	<u>\$1,096,885</u>	<u>\$28,125,077</u>	<u>\$29,221,962</u>

The mortgages bear interest at various rates from 3¾% to 5¼% and are payable in various amounts through July 1, 1976.

Sinking fund note indentures provide for annual sinking fund payments as follows: 2.90% notes, \$550,000 in August 1966 and 1967; 3¾% notes, \$500,000 through May 15, 1975. The Company has the option of making certain additional sinking fund payments annually, without premium.

Certain prepayment privileges are available to the Company with respect to the long-term notes payable which provide for declining premium payments.

The note and supplemental agreements contain certain covenants restricting the amount of retained earnings available for the payment of cash dividends or for acquisition of the Company's capital stock. At January 31, 1966, approximately \$4,050,000 of retained earnings is free of such restrictions.

3. During 1965, the Company retroactively discontinued the use of the Treasury Department's accelerated guideline depreciation lives for federal income tax purposes. The Company is still continuing the use of other accelerated methods of depreciation for tax purposes.

Effective January 31, 1966, deferred federal income taxes applicable to the gross profit on installment sales (deferred for federal income tax purposes) has been classified as a current liability, in conformity with the requirements of the Securities and Exchange Commission.

As a consequence, the December 31, 1964 balance sheet, which had previously reported the deferred taxes related to these items as a noncurrent liability (\$2,970,000), has been restated to reflect such taxes in current liabilities.

4. At January 31, 1966, 100,000 shares of common stock are reserved for issuance under the Company's Restricted Stock Option Plan for Key Employees. The plan authorizes the granting of options at any time prior to December 31, 1968 to key employees to purchase shares of common stock for \$22 per share or 110% of the fair market value at the date of grant, whichever is greater. Options expire five years from date of grant, and generally become initially exercisable two years from date of grant to the extent of 20% annually (on a cumulative basis). During the fiscal year ended January 31, 1966, options to purchase 14,500 shares were cancelled. At January 31, 1966, options to purchase 48,000 shares at \$22 per share (granted in December, 1963) are outstanding and options to purchase 52,000 shares are available for future grant.

At December 31, 1964, 66,914 shares of common stock were available for grant under the Company's former Employees' Stock Option Plan. During 1965, 13,739 shares were issued under this plan at an over-all average price of \$17.95 per share, representing per share prices equivalent to 85% of the fair market value of the stock at dates employees elected to exercise their options. At January 31, 1966, 10,863 shares are reserved for options previously exercised. No further options may be granted because of the termination of the plan.

At January 31, 1966, 5,274 shares of common stock are reserved for future issuance under the Incentive Stock Bonus Plan. During the thirteen-month period ended January 31, 1966, 368 shares were issued to eligible participants.

At January 31, 1966, 157,400 shares of common stock are reserved for warrants, expiring on October 1, 1981, to purchase common stock at a price of \$51.21 per share; no warrants were exercised during the thirteen-month period ended January 31, 1966.

Subsequent to January 31, 1966, the Board of Directors declared a 3% common stock dividend payable June 1, 1966 to holders of record of common stock on April 29, 1966.

5. Investment tax credits are reflected in income on the basis of current and deferred provisions for federal income taxes. Investment credits aggregating \$828,000, including credits of \$650,000 carried forward from prior years, have been utilized



in the fiscal year ended January 31, 1966. At that date, the Company had available carry-forward investment credits of approximately \$700,000 which may be utilized against future years' provisions for federal income taxes.

6. Net income for the year ended December 31, 1964 was benefited by, and special credit was attributable to, the use of losses carried forward and application of the investment credit, as follows:

	<u>Net Income</u>	<u>Special Credit</u>
Tax effect of losses carried forward .....	\$275,000	\$450,000
Investment credit based on provision for federal income taxes .....	293,000	(112,000)
Increase in net income .....	<u>\$568,000</u>	
Special credit .....		<u>\$338,000</u>

7. At January 31, 1966, the Company had long-term leases on buildings, fixtures and equipment expiring between 1969 and 2047 (without consideration of renewals). Minimum aggregate annual rentals under such leases, exclusive of realty taxes and other charges, approximate \$19,000,000. Certain of the leases provide for additional rentals based upon sales.

8. In order to more closely conform to trade practice, in the fiscal year ended January 31, 1966, leased department sales and related costs have been included in net sales and costs of merchandise sold, respectively. Accordingly, the corresponding amounts for 1964 have been reclassified to correspond to the statement presentation for the current fiscal year. The 1964 reclassifications had no effect on net income.

## AUDITORS' REPORT

*To the Board of Directors and Stockholders,*

J. J. NEWBERRY CO.:

We have examined the consolidated balance sheet of J. J. NEWBERRY CO. and SUBSIDIARIES as of January 31, 1966 and the related consolidated statement of income and retained earnings for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We previously examined the consolidated financial statements of the company and its subsidiaries for the year ended December 31, 1964 and for the month ended January 31, 1965 (Note 1).

In our opinion, the aforementioned financial statements present fairly the consolidated financial position of J. J. Newberry Co. and Subsidiaries at January 31, 1966 and December 31, 1964, and the consolidated results of their operations for the years then ended and for the month ended January 31, 1965, in conformity with generally accepted accounting principles applied on a consistent basis.

LYBRAND, ROSS BROS. & MONTGOMERY

New York, April 14, 1966.



## 10 YEAR SUMMARY

*Dollar Amounts (Except Per Share Earnings)*

	1965	1964	1963
Number of stores . . . . .	548	575	574
Sales . . . . .	\$ 355,667	\$ 336,281	\$ 319,344
Earnings before federal taxes . . . . .	\$ 6,895	\$ 2,894	\$ 3,856*
Net earnings after federal taxes . . . . .	\$ 4,413	\$ 2,015	\$ 2,556*
Special items . . . . .	—	\$ 338	\$ 2,220*
Net earnings and special items . . . . .	\$ 4,413	\$ 2,353	\$ 4,776*
Per share (after preferred dividends)			
Net earnings . . . . .	\$ 2.14	\$ 0.87	\$ 1.58*
Special items . . . . .	—	\$ 0.18	\$ 1.19*
Net earnings and special items . . . . .	\$ 2.14	\$ 1.05	\$ 2.77*
Shares of common stock outstanding . . . . .	1,888,690	1,874,583	1,860,017
Merchandise inventories . . . . .	\$ 77,082	\$ 68,310	\$ 74,480
Common stockholders' equity . . . . .	\$ 68,328	\$ 64,753	\$ 62,511
Book value per share of common stock . . . . .	\$36.18	\$34.54	\$33.61
Ratio of current assets to current liabilities . . . . .	3.3	3.6	2.7

\* Indicates loss.



**HIGHLIGHTS RECORD***and Book Values) Shown in Thousands.**J. J. Newberry Co. and Subsidiaries*

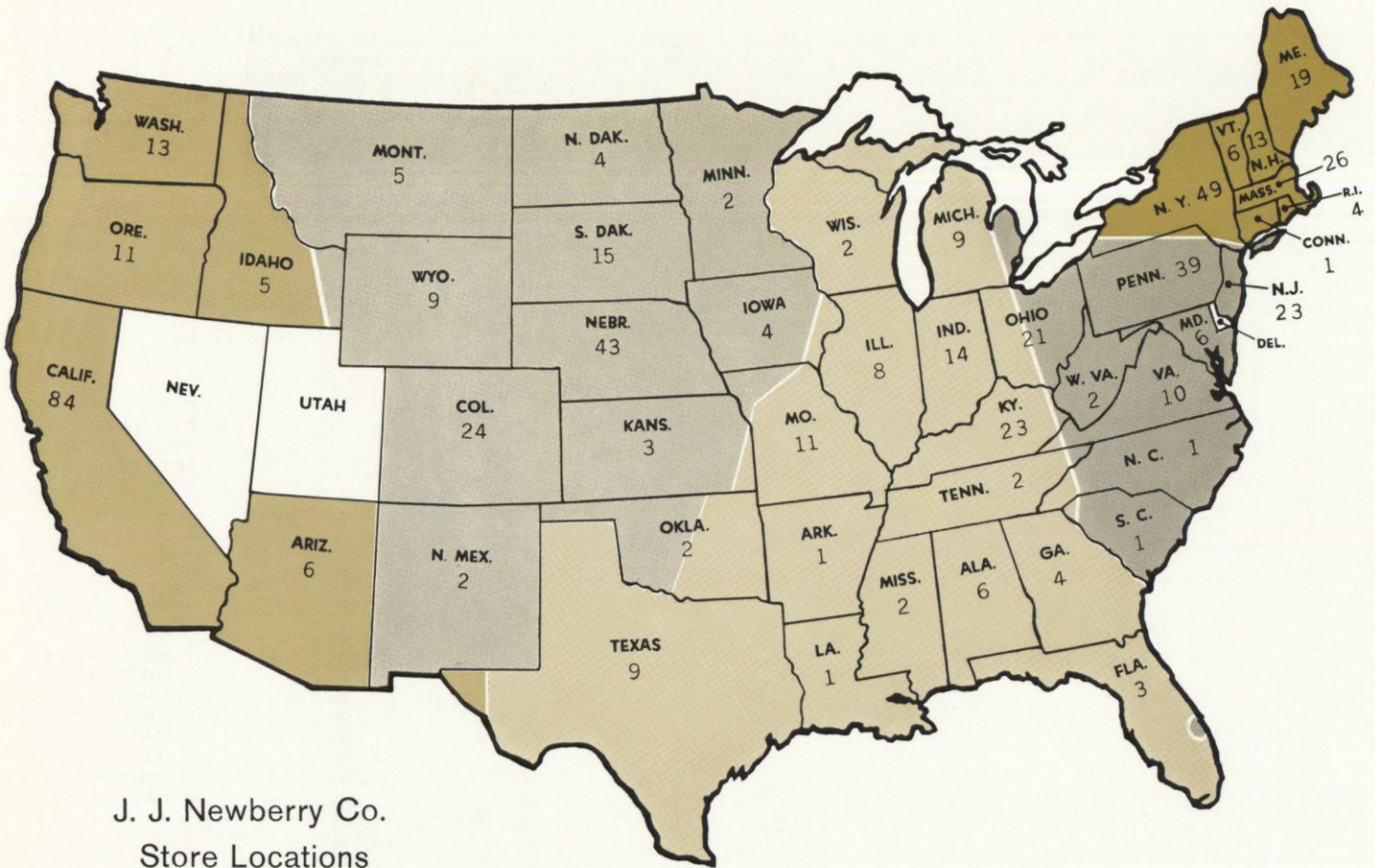
1962	1961	1960	1959	1958	1957	1956
567	564	559	462	469	476	476
\$ 312,511	\$ 291,237	\$ 265,818	\$ 238,008	\$ 221,873	\$ 212,943	\$ 203,463
\$ 3,639	\$ 6,567	\$ 9,390	\$ 11,242	\$ 10,807	\$ 8,990	\$ 10,884
\$ 1,929	\$ 3,486	\$ 4,779	\$ 5,590	\$ 5,248	\$ 4,364	\$ 5,240
\$ 455	\$ 1,206	—	—	—	—	—
\$ 2,384	\$ 4,692	\$ 4,779	\$ 5,590	\$ 5,248	\$ 4,364	\$ 5,240
\$ 0.84	\$ 1.70	\$ 2.42	\$ 3.32	\$ 3.12	\$ 2.58	\$ 3.18
\$ 0.25	\$ 0.66	—	—	—	—	—
\$ 1.09	\$ 2.36	\$ 2.42	\$ 3.32	\$ 3.12	\$ 2.58	\$ 3.18
1,843,915	1,831,620	1,816,719	1,570,405	1,560,396	1,547,231	1,530,443
\$ 84,772	\$ 74,978	\$ 60,481	\$ 50,286	\$ 46,554	\$ 42,509	\$ 39,070
\$ 67,665	\$ 68,885	\$ 67,729	\$ 60,908	\$ 58,519	\$ 56,418	\$ 55,042
\$36.70	\$37.61	\$37.28	\$38.79	\$37.50	\$36.46	\$35.96
2.9	3.5	3.3	3.1	2.9	3.3	3.3





# Newberrys

Serving these 548 Communities



## J. J. Newberry Co. Store Locations

**Executive Offices:**  
245 FIFTH AVE.  
NEW YORK, N. Y. 10016

- (B) Operated under name of BRITTS
- (HH) Operated under name of HOLLAND HOUSE
- (T) Operated under name of TAYLORS
- (WT) Operated under name of WM. TALLY HOUSE
- (NW) Operated under name of NEW-WAY
- (\*) Operated under name of HESTEDS
- (†) Operated under name of LEE
- (o) Operated under name of KAUFMANN'S

### Division Offices:

- NORTHEASTERN DIVISION** — 4 Federal St., Woburn, Mass. 01801
- EASTERN DIVISION** — 9 E. 41st St., New York, N. Y. 10017
- CENTRAL DIVISION** — 7710 Carondelet, Clayton, Mo. 63105
- MIDWESTERN DIVISION** — 885 South 72nd St., Omaha, Neb. 68114
- WEST COAST DIVISION** — 347 So. Ogden Dr., Los Angeles, Calif. 90036

**Warehouse Locations:**  
NEW YORK, N. Y.  
OMAHA, NEB.  
NO. HOLLYWOOD, CAL.

### Alabama—6

Birmingham (2)  
Birmingham (T)  
Birmingham (HH)  
Dothan  
Montgomery

### Arizona—6

Douglas  
Mesa  
Phoenix (3)  
Phoenix (B)

### Arkansas—1

Hot Springs

### California—84

Alhambra  
Alhambra (B)  
Bakersfield (2)  
Bell  
Bellflower  
Beverly Hills  
Brawley  
Buena Park  
Burbank (2)  
Compton (HH)  
Compton (3)  
Culver City  
Downey  
El Centro  
Fresno  
Garden Grove  
Glendale  
Glendora  
Granada Hills  
Hanford  
Hollywood  
Huntington Park  
Inglewood  
La Mirada  
Long Beach  
Los Angeles (14)  
Los Angeles (B)  
Los Angeles (HH)  
Merced  
Millbrae (B)  
Monterey Park  
Norwalk  
Oakland  
Ontario  
Palos Verdes  
Pomona  
Porterville  
Redondo Beach (2)  
Reseda  
Salinas  
San Diego (4)  
San Francisco  
San Jose

### Compton (3)

San Mateo  
San Pablo  
San Pedro  
Santa Ana (2)  
Santa Barbara  
Santa Monica (2)  
Stockton  
Sunland  
Sunnyvale  
Thousand Oaks  
Torrance (2)  
Vallejo  
Van Nuys  
Ventura  
Visalia  
West Covina  
Whittier

### Colorado—24

Alamosa (\*)  
Arvada (\*)  
Aurora (\*)  
Craig (\*)  
Delta (\*)  
Denver (6) (\*)  
Florence (\*)  
Fort Collins (\*)  
Glenwood Springs (\*)  
Golden (\*)  
Grand Junction (\*)  
Greeley (2) (\*)  
La Junta  
Monte Vista (\*)



# from Coast to Coast...

Pueblo (2)  
Rocky Ford (\*)  
Sterling (\*)

## Connecticut—1

Hartford

## Florida—3

Bradenton (WT)  
Fort Lauderdale (B)  
Pensacola

## Georgia—4

Atlanta  
Columbus  
Macon (2)

## Idaho—5

Boise  
Idaho Falls  
Lewiston  
Pocatello  
Twin Falls

## Illinois—8

Canton  
Collinsville  
Granite City  
Litchfield  
Macomb  
Melrose Park  
Rock Island  
West Frankfort

## Indiana—14

Auburn  
Connersville  
Decatur  
East Chicago  
Gary  
Goshen  
Hammond  
Hartford City  
Indiana Harbor  
Jasper  
Marion  
Martinsville  
New Castle  
Whiting

## Iowa—4

Carroll (†)  
Denison (†)  
Glenwood (†)  
Storm Lake (†)

## Kansas—3

Coffeyville  
Marysville (\*)  
Parsons

## Kentucky—23

Bardstown  
Central City  
Corbin  
Cynthiana  
Danville

Elizabethtown  
Frankfort  
Glasgow (2)  
Harlan  
Harrodsburg  
Hazard  
Henderson  
Lebanon  
Mayfield  
Mt. Sterling  
Owensboro  
Paris  
Pineville  
Richmond  
Shelbyville  
Somerset  
Winchester

## Louisiana—1

Lake Charles

## Maine—19

Brunswick  
Calais  
Caribou  
Dover-Foxcroft  
Eastport  
Ellsworth  
Ellsworth (B)  
Farmington  
Fort Kent  
Houlton  
Lincoln  
Madawaska  
Mars Hill  
Millinocket  
Norway  
Presque Isle  
Rockland  
Rumford  
Van Buren

## Maryland—6

Annapolis (B)  
Brunswick  
Elkton  
Frederick (NW)  
Hagerstown  
Pocomoke City

## Massachusetts—26

Amesbury  
Boston  
Bridgewater  
Chelsea  
Clinton  
Fall River  
Falmouth  
Framingham  
Franklin  
Gardner  
Haverhill  
Holyoke  
Leominster  
Maynard  
Newburyport  
North Adams  
Northampton  
North Attleboro  
Peabody  
Pittsfield  
Revere (B)  
Stoughton  
Wakefield  
Westfield

Whitman  
Worcester

## Michigan—9

Alma  
Calumet  
Charlotte  
Houghton  
Iron River  
Ishpeming  
Ludington  
Port Huron  
Three Rivers

## Minnesota—2

Moorhead  
Pipestone (†)

## Mississippi—2

Biloxi  
Meridian

## Missouri—11

Columbia  
Excelsior Springs  
Joplin  
Kansas City  
Maplewood  
Poplar Bluff  
Richmond Heights  
St. Louis  
St. Louis (B)  
St. Louis (T)  
Springfield

## Montana—5

Billings  
Great Falls (\*)  
Hardin (\*)  
Laurel (\*)  
Missoula

## Nebraska—43

Ainsworth (†)  
Albion (†)  
Alliance (\*)  
Auburn (\*)  
Aurora (\*)  
Beatrice (\*)  
Bellevue (\*)  
Broken Bow (\*)  
Central City (\*)  
Chadron (\*)  
David City (\*)  
Fairbury (\*)  
Falls City (\*)  
Geneva (\*)  
Gering (\*)  
Gordon (†)  
Grand Island (\*)  
Grand Island (o)  
Hastings (\*)  
Hebron (\*)  
Holdrege (\*)  
Kimball (\*)  
Lincoln (\*)  
McCook (\*)  
Minden (\*)  
Nebraska City (\*)  
Neligh (\*)  
Norfolk (\*)  
Ogallala (†)

Omaha (5) (\*)  
O'Neill (†)  
Ord (†)  
Ralston (\*)  
Sidney (†)  
Superior (\*)  
Tecumseh (\*)  
Valentine (†)  
West Point (\*)  
York (\*)

## New Hampshire—13

Berlin  
Claremont  
Concord  
Concord (B)  
Dover  
Franklin  
Keene  
Laconia  
Littleton  
Manchester  
Plymouth  
Portsmouth  
Rochester

## New Jersey—23

Asbury Park  
Atlantic City  
Boonton  
Brick Town (B)  
Caldwell  
Dover  
East Brunswick  
Freehold  
Freehold (B)  
Hackettstown  
Hammononton  
Keyport  
Long Branch  
Menlo Park (WT)  
Millville  
New Brunswick  
Newton (B)  
Paramus  
Red Bank  
Springfield  
Verona  
Vineland  
Wildwood

## New Mexico—2

Las Vegas  
Raton

## New York—49

Albion  
Batavia  
Bath  
Bayshore  
Binghamton (B)  
Buffalo  
Canandaigua  
Canton  
Catskill  
Cobleskill  
Cooperstown  
Corning  
Cortland  
Elmira  
Endicott  
Gloversville  
Gloversville (B)  
Gouverneur  
Greenpoint, Bklyn.

Hicksville  
Hornell  
Hudson  
Ithaca  
Kingston  
Kingston (B)  
Lyons  
Malone  
Manhasset  
Massena  
Middletown  
Northville  
Ogdensburg  
Oneonta  
Ossining  
Owego  
Penn Yan  
Perry  
Port Jervis  
Salamanca  
Saranac Lake  
Saratoga Springs  
Saugerties  
Ticonderoga  
Tupper Lake  
Valley Stream  
Walton  
Watertown  
Wellsville  
Whitehall

## North Carolina—1

Monroe

## North Dakota—4

Bismarck (†)  
Hettinger (†)  
Minot  
Rugby (†)

## Ohio—21

Ashland  
Ashtabula  
Bryan  
Bucyrus  
Cambridge  
Chillicothe (B)  
Cincinnati  
Cleveland (2)  
Conneaut  
Coshocton  
East Palestine  
Findlay (B)  
Lancaster (NW)  
Lima  
Mentor  
New Philadelphia  
Painesville  
Tiffin  
Wooster  
Zanesville

## Oklahoma—2

Okmulgee  
Sapulpa

## Oregon—11

Astoria  
Bend  
Eugene

Medford (2)  
Portland (3)  
Portland (HH)  
Roseburg  
Salem

## Pennsylvania—39

Berwick  
Bradford  
Carbondale  
Chambersburg  
Coalport  
Coatesville  
Danville  
Downingtown  
Du Bois  
Ephrata  
Forest City  
Freeland  
Jim Thorpe  
Jersey Shore  
Kennett Square  
Lansford  
Lewisburg  
Lock Haven  
Mahanoy City  
Milton  
Mt. Carmel  
Newport  
Northampton  
Olyphant  
Oxford  
Pottstown  
Renovo  
Royersford  
Sayre  
Shamokin  
Shenandoah  
Somerset  
Stroudsburg  
Sunbury  
Tamaqua  
Towanda  
Waynesboro  
Wellsboro  
Williamsport (B)

## Rhode Island—4

Newport  
Providence  
Warren  
West Warwick

## South Carolina—1

Camden

## South Dakota—15

Aberdeen  
Belle Fourche (†)  
Chamberlain (†)  
Hot Springs (†)  
Huron  
Lead  
Mitchell  
Pierre  
Rapid City  
Sioux Falls (2)  
Sturgis (†)  
Vermillion  
Winner (†)  
Yankton

## Tennessee—2

Gallatin  
Jellico

## Texas—9

Austin  
Beaumont  
Denison  
Eagle Pass  
El Paso (2)  
Houston  
Houston (B)  
Texarkana (NW)

## Vermont—6

Barre  
Bellows Falls  
Newport  
Springfield (B)  
White River Junction  
Windsor

## Virginia—10

Clifton Forge  
Culpeper  
Fredericksburg  
Front Royal  
Lexington  
Salem  
South Boston  
Waynesboro  
Winchester  
Wytheville

## Washington—13

Bellevue  
Bellingham  
Everett  
Longview  
Longview (B)  
Renton  
Richland  
Seattle  
Spokane (3)  
Walla Walla  
Yakima

## West Virginia—2

Charles Town  
Martinsburg (NW)

## Wisconsin—2

Oshkosh  
Superior

## Wyoming—9

Buffalo (\*)  
Cheyenne  
Douglas (\*)  
Gillette (\*)  
Laramie (\*)  
Newcastle (\*)  
Rock Springs  
Torrington (\*)  
Wheatland (\*)



